BRITISH COLUMBIA
ARTS COUNCIL

BC Arts Council

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Letter from the Chair

Honourable Stan Hagen
Minister of Tourism,
Sport and the Arts

Dear Minister:

I am pleased to submit the Service Plan of the British Columbia Arts Council. The Council was established by Provincial legislation to support arts and cultural activity throughout the Province. It meets this mandate by developing policy and implementing programs in support of the sector, by distributing funds allocated by the legislature and by representing the interests of the arts and cultural community. The Council has identified four goals in support of this mandate:

- Excellence, creativity and diversity in BC's arts and cultural sector are recognized and encouraged.
- Arts and cultural organizations are healthy and sustainable.
- Opportunities to participate in arts and cultural activities are available throughout the Province.
- Effective and efficient administrative, evaluative and policy development processes are maintained.

To ensure that these goals continue to be relevant, the Council assesses its strategic priorities on an ongoing basis. This assessment is intended to confirm Council objectives and focus the approach that Council takes in developing and delivering its programs.

The Council has also taken note of the Provincial Government's Strategic Plan and the goals government has identified for the next decade. The Council believes that the arts and cultural sector and specifically the programs of the Council can contribute significantly to the achievement of the Province's goals. These will be taken into account as the Council revitalizes its program and funding priorities in coming years.

The 2005/06 Provincial budget included a $3 million addition to the base of the British Columbia Arts Council budget, the first increase in almost a decade. These new funds enabled the Council to begin to address the priorities that were confirmed through the strategic review process. Operating assistance budgets for all disciplines received a minimum seventeen percent increase. Basic Assistance for community arts councils was doubled, as was the budget support for regional touring through Community Presenters. In an effort to make Council programs more culturally inclusive, guidelines for music projects were expanded to include eligibility for unincorporated ensembles. In addition a new program element, Diverse Collaborations, was added to the Community Presenters program.

The Council also increased funding for the Aboriginal Arts Development Program delivered in partnership with the First People's Heritage, Language and Cultural Council.

The coming year is the second year of British Columbia's Olympiad. Over the course of the next three years leading to the Olympic and Paralympic Games, the Province's arts and cultural community will be BC's showcase to the world. The Council will continue to work with its Olympic partners to ensure an important role for BC artists in the success of the Olympiad.

The Council is proud of its programs and of the processes which ensure that funds are distributed equitably and effectively. It does face challenges however, in realizing its objectives.

As communities throughout the Province make the transition from resource-based to knowledge-based creative economies, the Council is challenged to respond to the significant increase in the demand on its resources, both from existing arts and cultural organizations and from newer organizations attempting to establish themselves within the cultural community. The Council is attempting to balance the needs of its existing clients with those of new organizations essential to BC's creative vitality.

Of equal importance is the need for Council to both encourage artistic excellence and ensure that opportunities exist for people throughout the Province to participate in cultural activities. Increasingly the Council is being asked to respond to the development needs of organizations throughout British Columbia. Meeting these expectations without compromising the viability of existing organizations remains a challenge.

In the major urban areas of the Province the cultural demographic has fundamentally changed and the Council's programs must reflect this change. The Council is also committed to improving support for Aboriginal artists across BC. Finding the means to encourage different forms of cultural expression that reflect the traditions and expectations of all British Columbians is a priority of the Council. Without additional funding, the ability of the Council to address the issues of cultural diversity, artistic excellence and public participation will be compromised.

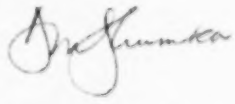
While the additional funds that the government provided to the Council in the 2005/2006 budget enabled Council to begin to address some of these issues, the Council will continue to advise government on the level of investment required to support the sector.

The Council believes that a vital and sustainable arts and cultural sector will contribute significantly to the future economic and social prosperity of our Province. A recent socio-economic impact assessment based on a survey of 357 organizations which applied for Council grants indicates that the Provincial investment of over $9.5 million in the programs of the Council generates over $164 million in direct economic impacts, and over $93 million in indirect and induced impacts.[1] Total government revenues realized as a result of this level of economic activity are more than $34 million.

The Council will, therefore, continue through the period of this Service Plan to advance the role of arts and culture in developing healthy and competitive communities. Moreover, the Council will continue to articulate the potential social and economic benefits of creative activity to inform the development of future public policy and investment recommendations.

On behalf of the British Columbia Arts Council and its members, I would like to thank you for giving the Council the opportunity to contribute to the continuing development of our Province.

Sincerely,



Donald Shumka, Chair

1 - *"Direct" impact is the revenue generated from Council investment (i.e. client budgets). "Indirect" and "induced" impacts refer to the additional revenues generated when people attend arts events, and to the taxes returned to the Provincial Government as a result of that spending.*

ACCOUNTABILITY STATEMENT

The 2007/08 to 2009/10 British Columbia Arts Council Service Plan was prepared under my direction in accordance with the Budget Transparency and Accountability Act. I am accountable for the contents of the plan, including the selection of performance measures and targets. The plan is consistent with government's strategic priorities and overall Service Plan. All significant assumptions, policy decisions and identified risks, as of January 2007, have been considered in preparing the plan. I am accountable for ensuring that the British Columbia Arts Council achieves its specific objectives identified in the plan and for measuring and reporting actual performance. The performance targets in this plan have been developed based on a determination of the British Columbia Arts Council's operating environment, forecast conditions, risk assessment and past performance.

Donald Shumka, Chair

British Columbia Arts Council

Overview of the BC Arts Council

The British Columbia Arts Council is an agency established by the Provincial Government, under the Arts Council Act, to provide:

- Support for the arts and cultural community in British Columbia;
- An opportunity for people to participate in the arts; and
- An open, accountable and impartially administered process for managing Provincial funds.

Through the British Columbia Arts Council, the Province exercises its responsibility to provide programming that assists artistic and cultural activity. The programs offered through the Council can be grouped as:

- Professional Arts and Cultural Development;
- Community Arts Development;
- Touring;
- Arts Awards for Individuals;
- Publishing; and
- Sustainability.

In combination, these programs support community and professional arts and cultural organizations and individual artists, as well as encouraging greater access to cultural and artistic experiences throughout the Province.

VISION

The vision for the British Columbia Arts Council is:

All British Columbians fully participating in a healthy arts and cultural community that is recognized for its excellence.

MISSION

In keeping with this higher-level strategic direction, the mission for the Council is:

The British Columbia Arts Council ***supports the arts and cultural community to enable it to achieve its creative, social and economic potential by providing*** *financial assistance, policy, research,* ***advocacy and public education.***

In performing its duties, the British Columbia Arts Council must:

- Consult with artists, arts and cultural organizations, governments and other interested communities;
- Allocate the money dedicated annually by the Legislature; and
- Support arts and culture through public education, conducting research, advocacy, awarding grants and providing information on the Council and arts and culture in British Columbia.

FUNDAMENTAL BELIEFS

A set of fundamental beliefs governs the British Columbia Arts Council's involvement with arts and culture and consists of:

- The belief that a vibrant arts and cultural community is essential to a healthy society;
- The belief in artistic excellence;
- The belief in inclusiveness; and
- The belief in diversity of artistic practice in all art forms.

The Council is further governed by its:

- Desire to embrace the future while seeking to reflect our past;
- Belief in transparency and accountability; and
- Adherence to the principles of equality, merit and independence.

GOALS

The four goals that serve to describe the desired results for the British Columbia Arts Council as it strives to achieve its vision are:

- Excellence, creativity and diversity in BC's arts and cultural sector are recognized and encouraged.
- Arts and cultural organizations are healthy and sustainable.
- Opportunities to participate in arts and cultural activities are available throughout the Province.
- Effective and efficient administrative, evaluative and policy development processes are maintained.

The British Columbia Arts Council is engaged in a continuing process to confirm that these goals remain relevant and to determine the appropriate balance in the allocation of resources.

GOVERNANCE AND ADMINISTRATION

The Council consists of up to fifteen (15) members who are broadly representative of the regions, cultural diversity and artistic communities of British Columbia. The Provincial Government designates the chair and vice-chair of the Council as well as appoints members.

Administrative and program support for the British Columbia Arts Council is provided by the Ministry of Tourism, Sport and the Arts.

MEMBERS OF THE COUNCIL

The current members of the British Columbia Arts Council are as follows:

Council Members

Chair, **Donald M. Shumka,** Vancouver

Vice-Chair, **Alma Lee,** Vancouver

Christopher Armstrong, Vancouver

Michael J. Audain, Vancouver

Jane Danzo, Victoria

John Eggleton, Nelson

Salvador Ferreras, Richmond

Graham Kelsey, Big Lake Ranch (Cariboo)

Elizabeth MacRitchie, Prince George

Marianne Nicolson, Victoria

David Ross, Kamloops

Brian Scott, Black Creek

STAFF

A/Executive Director
Jeremy Long

A/Associate Director
Gillian Wood

Secretary to the Council
Jennifer Collinson

Senior Arts Policy and Program Advisor/ Coordinator Theatre Programs
Gillian Wood

Coordinator, Professional Music and Dance Programs
Julie Poskitt

Coordinator, Museums, Visual Arts and Media Arts Programs
Sue Donaldson

Coordinator, Arts Awards Programs and Training Resources
Walter Quan

Coordinator, Community Arts Development, and Scholarship Programs
Monique Lacerte-Roth

Coordinator, Literary and Publishing Programs

Assistant Program Development Coordinator
Ingmarie Thunander

Coordinator Finance and Administration
Susan Cameron

Branch Account Clerk
Linda Johnson

Branch Secretary
Vikki McDonald

There are currently three committees supporting the Council:

Executive Committee:

Don Shumka, Chair

Alma Lee, Vice Chair

Salvador Ferreras (Chair, Program Committee)

Jeremy Long, A/Executive Director

Gillian Wood, A/Associate Director

Appointment of Council members as the Chair deems necessary.

Program Committee:

Salvador Ferreras, Chair

Marianne Nicolson

Don Shumka (ex-officio member)

Alma Lee (ex-officio member)

Strategic Priorities Committee:

Graham Kelsey, Chair

Don Shumka (ex-officio member)

Alma Lee (ex-officio member)

(Committee yet to be populated)

These subcommittees, and the Council overall, are guided in their governance activities by the following principles:

Representation: Council should broadly represent the arts and cultural community and reflect the Province's regional and ethnic diversity.

Direction setting: Council should establish the organization's strategic direction and provide policy direction to staff.

Accountability: Council recognizes that it is accountable to the people of British Columbia through the Provincial Government.

Peer evaluation: Council is committed to an adjudication process that is competitive, transparent and that relies upon the professional expertise of peers within the arts and cultural community.

Community consultation: Council recognizes that community consultation is required if policies and programs are to respond to community need.

The Year Ahead

Within its mandate to serve the people of British Columbia by assisting the development of the Province's arts and cultural community, the BC Arts Council delivers a range of programs. The continued success of the BC Arts Council though, is influenced by several opportunities and challenges. These include the evolution of the needs, and availability of resources, within BC's large and diverse arts and cultural communities. This section of the Council Service Plan describes some of the more salient opportunities and challenges to be addressed in looking toward the future.

OPPORTUNITIES

In the contemporary, global world, economic successes and social strengths are increasingly based on the creative capacity of communities. The creation, ownership and control of intellectual property have become essential to prosperity, and are critical in developing a knowledge-based economy. The value of a strong arts and cultural sector in contributing to our social well-being and economic advantage has been recognized for many years in Canada. BC's previous Tourism, Sport and the Arts Minister, Olga Ilich, has argued that "we understand that a vibrant arts and cultural sector is critical to building healthy communities and a strong creative economy... The arts enrich our lives, attract visitors to our Province and are the heart and soul of our communities." Realizing the full potential of creative production will be premised on the ability of the Provincial Government to seize the following areas of opportunity.

Leveraging an increased Provincial investment in arts and culture

Over the past few years, the government of British Columbia has recognized and acknowledged the public benefit accruing to the Province as a result of a healthy and dynamic arts and cultural sector. Starting in 2005/2006, a $3 million increase to the grants budget of the BC Arts Council enabled the Council to begin to focus on its strategic priorities.

In that same year, the $25 million BC Arts Renaissance Fund was established with the Vancouver Foundation. In matching donations to the permanent endowments of arts and cultural organizations, the Fund is encouraging the private sector to invest in the long term sustainability of the arts. The Fund's initial success illustrated the private sector's recognition of the intrinsic and instrumental public benefit of investing in the arts.

Other recent Provincial Government investments include:

- The Spirit of BC Arts Fund programs which are supported through interest income from a $20 million special account intended to support arts and cultural opportunities leading up to 2010;
- Up to $13 million, provided through the Provincially funded ArtsNow program of the 2010 Legacies Now Society, which will increase community engagement in creative activities, strengthen the arts and culture sector's economic base and organizational capacity, and strengthen the arts and culture sector's ability to achieve artistic excellence; and
- The Direct Access program of the Gaming Policy and Enforcement Branch which contributed approximately $3.5 million to BC Arts Council supported arts and cultural organizations in 2004/2005.

In the past year, the Province also announced a significant commitment to improving arts access and education in the public school system. This commitment will provide long-term benefits to the arts and cultural sector by improving arts literacy and arts appreciation throughout the education system.

Collectively these investments reflect the recognition on the part of the Provincial Government of the demonstrable benefits of a healthy and dynamic arts and cultural sector. As mentioned above, the total government revenues realized as a result of economic activity stimulated by Council investments were more than $34 million. This is a solid foundation upon which to further the aims of the Council and, in turn, artists and cultural organizations across British Columbia.

Contributing towards, and participating in, the BC 2008 celebrations

In 2008, the Province will celebrate the 150th anniversary of the creation of the crown colony of British Columbia. The Provincial program for these celebrations will be based on the five pillars of Heritage, Communities, Multiculturalism, Aboriginals, and Arts and Culture. The 2008 celebrations will be a prime opportunity to demonstrate the arts and cultural sectors' critical contribution to the quality of life in BC's communities. The BC Arts Council will contribute to, and be a part of, this celebration through its support of participating arts and cultural organizations in all regions of the Province.

Participating in the 2010 Winter Olympic and Paralympic Games

The four year Provincial Olympiad concludes with the Olympic Games in Vancouver and Whistler in 2010. Culture is the second pillar of the Olympic movement and there is an expectation that arts and cultural activities will be a focus over the remaining three years of the Olympiad.

This period is providing BC artists and organizations with a remarkable opportunity to showcase the Province's depth of creative talent to the world. The degree to which the sector will be able to take advantage of the Olympiad will depend on the opportunities available to create and showcase BC productions and exhibitions under the Olympic program. The Council will continue to work with the Provincial Government and with other Olympic partners to develop these opportunities and to create sustainable benefits to arts and culture in BC.

Building a strong commitment to diverse community economies and culture

Communities throughout British Columbia are looking to diversify their economic structure. The transition from a resource extraction-based economy to one that is knowledge-based requires increased support for creativity. Many communities are looking to investment in the arts and cultural infrastructure as a prerequisite to attracting the creative industries. To build and retain the workforce needed to develop a creative economy, communities require a quality of life that includes opportunities to participate in arts and cultural activities.

The programs of the BC Arts Council support hundreds of community arts councils, art galleries, museums, festivals, concert associations, theatre companies, music ensembles, dance companies and media arts centres. In turn, these provide thousar 's of examples of arts programs and projects that enrich, stimulate and entertain the people of British Columbia. In particular, community-based organizations serve as an essential resource to local government in working towards this advanced state of arts and cultural development.

There is also a significant opportunity for new forms of artistic expression in the fusion of cultures that exist in British Columbia. Aboriginal artistic and cultural practices remain central to the spiritual, intellectual, social and economic vitality of the First Nations of BC. The Council recognizes a significant opportunity for greater engagement with BC's dynamic and essential Aboriginal artists, especially through the development of partnerships throughout the arts and cultural communities.

The ethnic and cultural demographic of many communities in the Province has changed dramatically. Arts and cultural activities in most communities in the Province, however, are based in primarily western European art forms. That must change if all members of a community are to benefit from arts and culture, greater social cohesion and stronger community identity. The Council is committed to assuring that all its programs are inclusive of all the arts and cultural communities in the Province.

Engaging our youth in new and existing arts and cultural activities

The Council recognizes that each year a range of new artists emerges to provide new insights and alternative perspectives. Many young artists are also at the forefront of new practices using an array of technologies to create and disseminate their work. During the period of this Service Plan, the Council will develop new approaches to engage BC's young artists and audiences.

Furthering the development of the Province's cultural industries

Over the past two decades, the Province has developed an international acclaim for the quality of its cultural industries. British Columbia is a recognized centre for film and television, new media, animation, sound recording and publishing. The Council will continue to identify areas of potential growth in the cultural sector and work with the Provincial Government to realize the significant benefits.

CHALLENGES FACING THE ARTS AND CULTURAL SECTOR

Leveraging resources in a collaborative fashion

The opportunities for artistic creation and production have never been greater in this Province than those available through the course of BC 2008 and the 2010 Cultural Olympiad. The challenge for the BC Arts Council is to work with a range of funding partners to maximize the resources available for artists in this Province to showcase during the next four years.

Determining excellence in the arts

The job of the BC Arts Council is to support the achievement of excellence in the arts. However, the Council's working definition of excellence must be able to change dependent upon the context in which that work is being created. The work of British Columbia's artists is an enormous social and economic resource. It is the objective of the British Columbia Arts Council to identify and support excellent artists and arts and cultural organizations in all communities in the Province, as well as to disseminate the work created.

Engaging all British Columbians in arts and cultural activities

While the arts and cultural sector is committed to serving all British Columbians, this responsibility is challenging as the population of the Province becomes more diverse and encompasses more cultural traditions. The ability of our cultural organizations and the BC Arts Council to serve this rich, complex mosaic is constrained by both knowledge and resources. Of particular concern for the Council is the availability of adequate human resources to conduct successful outreach to diverse communities.

Equally challenging is the difficulty of providing reasonable access to artistic and cultural experiences in all regions of British Columbia. If the Council is to address these challenges, additional resources, both financial and human, are required. In the coming year, the Council will work with the Provincial Government to develop a Provincial arts and cultural strategy which will identify the appropriate level of investment to achieve the mutual goal of enabling all British Columbians to celebrate and participate in arts and cultural activities.

Addressing a cultural capital deficit

As the celebrations of 2008 and 2010 approach, and as more and more communities throughout the Province turn to the arts and cultural sectors to contribute to the development of creative, knowledge-based economies, it is increasingly evident that our public cultural facilities are out of date, inadequate or non-existent. The need and demand for new concert halls, outdoor festival sites, theatres and art galleries in all corners of the Province is increasing daily. The requirement to renovate existing, aged facilities to accommodate the events of 2008 and 2010 is unavoidable. While the BC Arts Council does not have a capital facilities mandate or responsibility, it is incumbent upon the Council to work with government and the arts and cultural sector to address this pressing demand in a strategic and timely manner.

Demonstrating the public benefit of investment in arts and culture

Arts and cultural organizations are generally not well capitalized. Securing the resources necessary to maintain sustainable operations and to invest in new creative activities remains a central problem throughout the sector. While the availability of additional funds could assist in addressing this issue, it is a larger problem that, at its most fundamental level, goes to the relationship between the sector and the community it serves.

A vibrant cultural community contributes significantly to our social and economic prosperity and to the development of an inclusive and open society. As this contribution becomes better recognized, it is expected that the resources necessary to sustain and develop the sector will become available from the private and public sectors.

The Council is committed to continuing to explore and demonstrate the broader public benefits, both instrumental and intrinsic, of arts and cultural activities. In the coming year, the Council will continue the development of its socio-economic impact assessment and will partner with the tourism and heritage communities to develop assessment tools, both economic and social, for festivals, events and cultural attractions.

Conversations sparked by recent Council initiatives in Arts Based Community Development and Arts and Health will continue. Activities that use the artistic process to address social issues, build a stronger community identity and foster social cohesion will also grow and develop. The Council will continue to make the economic and social arguments for the sector over the term of this Service Plan.

Working with the capacity constraints of the BC Arts Council

The Province's arts and cultural sector is a large and diverse community. Growing competition for financial resources and the need for staff to assist in the development of the sector remains a challenge for the Council in achieving its goals and objectives. In 2005/06, the Council was able to provide only 87% of requested Operating Assistance, 55% of requested Professional Projects support, 65% of requested financial support for Community projects, 29% of individual Arts Awards, and 24% of requested scholarships. Of particular concern is the Council's limited capacity to reach out and become more inclusive of the Province's cultural diversity. This, in turn, limits the ability of the arts and cultural sector to realize its creative and public benefit potential.

Strategic Overview Diagram

5 PRIORITY AREAS

The British Columbia Arts Council has articulated the following strategic priorities to inform applicants in the development of their requests for funding and to guide advisory committees during adjudication of applications.
The Goals, Objectives and Measures of the Council build from these priorities.

1. *The improved sustainability of all BC arts and cultural organizations;*
2. *Inclusion of diverse artistic practices;*
3. *Encouragement of emerging artists;*
4. *Development of new art forms; and*
5. *Expansion of opportunities for regional participation.*

GOVERNMENT GREAT GOALS

1) Make B.C. the best-educated, most literate jurisdiction on the continent;

2) Lead the way in North America in healthy living and physical fitness;

3) Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors; and

5) Create more jobs per capita than anywhere else in Canada.

MINISTRY OF TOURISM, SPORT AND THE ARTS: Goals and Objectives which the Council supports

Goal 2 Active and creative communities in which people have diverse opportunities to participate in sport, recreation, arts and culture

Objective 2.2 British Columbia's arts and culture sectors are diverse, dynamic and sustainable

BC ARTS COUNCIL GOALS

Goal 1

Excellence, creativity and diversity in BC's arts and cultural sector are recognized and encouraged.

OBJECTIVES

- An adjudication process that identifies and supports artistic excellence.
- Opportunities and resources exist for artists and creators to train, experiment and reach an audience while new cultural traditions and art forms are supported.
- Artists and cultural organizations are assisted to reach new markets and develop new products and services, enhancing the recognition of BC arts and culture nationally and internationally.

MEASURES

- Level of representation of artistic disciplines compared to the distribution of disciplines within Council applicants.
- Percentage change in requests for funding of new art forms and cultural traditions (including diverse collaborations and unincorporated musical ensembles).
- Summary of the professional development opportunities and the range of artistic practices supported.
- Rate of growth in number of touring initiatives supported.
- Number and geographic distribution of community school tours and residency initiatives.

Goal 2

Arts and cultural organizations are healthy and sustainable.

- Arts and cultural organizations have the capacity to improve their long-term effectiveness and sustainability.
- Funding that supports the contributions of arts and cultural organizations to the Province's social and economic development.
- Supportive public policies and programs for arts and cultural organizations in British Columbia.

- Summary assessment provided by BC Arts Council adjudicators of:
  - The operational well-being of major sectors.
  - The current public policies and programs for arts and cultural organizations in British Columbia.
- Financial health of arts and cultural organizations (change in total net financial position for sampled organizations).
- Estimated socio-economic impact of a sample of Council applicants.

Goal 3

Opportunities to participate in arts and cultural activities are available throughout the Province.

- Opportunities to participate in arts and cultural activities exist in communities where geographic, economic or other factors limit access.
- Programs are accessible to organizations and individual artists province-wide.
- Opportunities to experience the arts and culture are available in British Columbia schools.

- Funds distributed by region.
- Number of communities benefiting from BC Arts Council activity.
- Geographic distribution of investment in outreach and in schools.

Goal 4

Effective and efficient administrative, evaluative and policy development processes are maintained.

- An effective policy and program development process.
- Cost effective program administration.
- An equitable, transparent and accountable adjudication process.

- Annual number of programs evaluated.
- Number and rate of appeals.
- Council administrative costs as a percentage of awards.
- Average length of time to process funding submissions on an annual basis.
- Percentage of current operating and project grant applications available for electronic submissions.

Goal 1

Excellence, creativity and diversity in BC's arts and cultural sector are recognized and encouraged.

Objectives

1] An adjudication process that identifies and supports artistic excellence.

2] Opportunities and resources exist for artists and creators to train, experiment and reach an audience while new cultural traditions and art forms are supported.

3] Artists and cultural organizations are assisted to reach new markets and develop new products and services, enhancing the recognition of BC arts and culture nationally and internationally.

Strategies

- Engage advisors to refine adjudication criteria addressing excellence and creativity.
- Continued review and refinement of the strategic priorities of the Council.
- Consult on and implement recommendations from program reviews.
- Implement self-identification for jurors and advisors of diversity of representation.
- Monitor sectoral responses to Council's strategic priorities.

Measure	2005-06 Actual	2007-08 Target	2008-09 Target	2009-10 Target
1] Level of representation of artistic disciplines compared to the distribution of disciplines within Council applicants.	A total of 115 professional experts were engaged in the adjudication process across eight artistic categories in fiscal 2005/2006.	Members of juries and advisory committees are composed of a variety of individuals representative of the diversity of arts and cultural communities in British Columbia with discipline specific expertise.	Maintain	Maintain
2] Percentage change in requests for funding of new art forms and cultural traditions (including diverse collaborations and unincorporated musical ensembles).	Eight applicants to the Diverse Collaborations of the Community Presenters' Assistance Program were funded in this first year of eligibility. Support for unincorporated musical ensembles is an amendment to the guidelines for Professional Music Projects implemented in 2005/2006 which did not allow for effective dissemination of information to diverse cultural communities. One request was funded in 2005/06.	25% increase in requests for funding new arts forms and cultural traditions.	Increase over 2006/07 levels.	Maintain
3] Summary of the professional development opportunities and the range of artistic practices supported.	A total of 42 awards were provided to support improved professional qualifications and skills under the professional development assistance program. A further 19 junior and 55 senior scholarship awards were provided.	Maintain support for professional development opportunities and representation across the eight artistic disciplines.	Maintain	Maintain
4] Rate of growth in number of touring initiatives supported.	In fiscal 2005/06, the BC Arts Council contributed $150,000 to assist 21 artists and arts organizations to participate in national and international cultural events and to develop touring markets.	Minimum 10% growth in the number of touring initiatives supported.	Minimum 10% growth in the number of touring initiatives supported.	Maintain
5] Number and geographic distribution of community school tours and residency initiatives.	3,319 public school performances and 56 residencies in 197 communities, and 470 community concerts in 53 communities were supported in 2005/06.	Maintain 59 participating School Districts; Maintain involvement of 55 communities across BC in community concerts; and Maintain 50-60 residencies in schools across BC.	Maintain	Maintain

Goal 2 *Arts and cultural organizations are healthy and sustainable.*

Objectives

1] Arts and cultural organizations have the capacity to improve their long-term effectiveness and sustainability.

2] Funding that supports the contributions of arts and cultural organizations to the Province's social and economic development.

3] Supportive public policies and programs for arts and cultural organizations in British Columbia.

Strategies

- Provide for timely, reliable and sustainable funding for organizations.
- Review existing and pursue new multi-year funding models.
- Assist the Vancouver Foundation to administer the Art Renaissance Fund.
- Support the Arts Partners in Organizational Development (Arts-POD) program through the Center for Sustainability.
- Work with government partners and policy leaders to promote an understanding of the linkages between participation in arts and culture, and healthy and creative individuals.
- Develop and refine socio-economic impact tools.
- Develop and refine public benefit assessment impact tools.
- Strengthen processes for assessing and understanding the policy environment in BC for arts and culture.

Measure	2005-06 Actual	2007-08 Target	2008-09 Target	2009-10 Target
6] Summary assessment provided by BC Arts Council adjudicators of: a] The operational well-being of major sectors. b] The current public policies and programs for arts and cultural organizations in British Columbia.	Synopsis of advisory committee and jury observations on issues affecting the sector.	Improved professional assessment of the health of the arts and cultural sector and of the status of public policy.	Maintain	Maintain
7] Financial health of arts and cultural organizations (change in total net financial position for sampled organizations).	In 2005/06 one high performance organization realized a net gain of $1,404,288 and the total net revenue for the top 25 performing arts and cultural organizations in BC was $1,852,141. If this outlying organization is excluded from the data set, a net gain of $447,853 would be reported for 2005/06.	Maintained or improved financial health of arts and cultural organizations.	Maintain	Maintain
8] Estimated socio-economic impact of a sample of Council applicants.	Baseline established.	Increased impact.	Maintain	Mainatain

Goal 3

Opportunities to participate in arts and cultural activities are available throughout the Province.

Objectives

1] Opportunities to participate in arts and cultural activities exist in communities where geographic, economic or other factors limit access.

2] Programs are accessible to organizations and individual artists province-wide.

3] Opportunities to experience the arts and culture are available in British Columbia schools.

Strategies

- Encourage the participation of culturally diverse artists from communities across the Province.
- Strengthen Community Arts programming and continue to develop its inclusiveness.
- Refine electronic access to BC Arts Council programs and promote the use of the on-line juror database to receive electronic nominations.
- Conduct regional meetings for the BC Arts Council to promote awareness of programs and opportunities throughout the Province.

Measure	2005-06 Actual	2007-08 Target	2008-09 Target	2009-10 Target
9] Funds distributed by region.	Distribution of funds across all five defined regions of the Province, with a close correlation between distribution of population and delivery of funding.	Representative geographic distribution achieved.	Maintain	Maintain
10] Number of communities benefiting from BC Arts Council activity.	A total of 224 communities benefited from BC Arts Council supported activity in fiscal 2005/2006.	Representative geographic distribution achieved.	Maintain	Maintain
11] Geographic distribution of investment in outreach and in schools.	(new measure).	Representative geographic distribution achieved.	Maintain	Maintain

Goal 4

Effective and efficient administrative, evaluative and policy development processes are maintained.

Objectives

1] An effective policy and program development process.

2] Cost effective program administration.

3] An equitable, transparent and accountable adjudication process.

Strategies

- Provide an independent, equitable and merit based evaluation process.
- Monitor the implementation of the strategic priorities to ensure that Council resources are targeted towards those areas of greatest priority.
- Maintain the program evaluation schedule and continue to revise BC Arts Council program guidelines and evaluation criteria.
- Manage third-party program delivery partnerships.
- Maintain a technology platform for on-line access to BC Arts Council applications and program materials.
- Integrate the Council database with Corporate Accounting Services to realize administrative efficiencies.
- Manage the costs associated with the administration of the BC Arts Council.

Measure	2005-06 Actual	2007-08 Target	2008-09 Target	2009-10 Target
12] Annual number of programs evaluated.	Three evaluations completed.	Three programs evaluated and implementation of recommendations begun.	Maintain	Maintain
13] Number and rate of appeals.	Two appeals.	Less than 3% of all applications appealed.	Maintain	Maintain
14] Council administrative costs as a percentage of awards.	1.7%	Administrative costs below 10% of all awards. [2]	Maintain	Maintain
15] Average length of time to process funding submissions on an annual basis.	Average processing time for all applications of 14.6 weeks.	An average processing time of 14 to 16 weeks.	Maintain	Maintain
16] Percentage of current operating and project grant applications available for electronic submissions.	All programs directly managed by the BC Arts Council where electronic applications are appropriate are available as part of an on line e-applications system.	100%	Maintain	Maintain

2 - *This target has been altered in this Service Plan to reflect changes in the operational position of the Council within the Ministry. The Council is now independently responsible for all costs associated with administering operations, including areas such as salaries which were previously the responsibility of the Ministry. The target was previously "below 5% of all awards".*

Summary Financial Outlook

	2006 | 2007	2007 | 2008	2008 | 2009	2009 | 2010
REVENUE	$ 14,174,000	$ 14,174,000	$ 14,174,000	$ 14,174,000
EXPENDITURE				
Professional Arts Development	$ 10,175,000	$ 10,175,000	$ 10,175,000	$ 10,175,000
Community	$ 1,335,000	$ 1,410,000	$ 1,410,000	$ 1,410,000
Touring	$ 700,000	$ 700,000	$ 700,000	$ 700,000
Arts Awards	$ 1,160,000	$ 1,160,000	$ 1,160,000	$ 1,160,000
Publishing	$ 465,000	$ 465,000	$ 465,000	$ 465,000
Administrative costs	$ 264,000	$ 264,000	$ 264,000	$ 264,000
Strategic Initiatives Program	**$75,000**			
Total Expenditures	$ 14,174,000	$ 14,174,000	$ 14,174,000	$ 14,174,000

Individual program and administrative allocations are made on an annual basis and reflect spending priorities established by the Council.

Over the forecast period, the British Columbia Arts Council will seek an increased investment from the Provincial Government to enable it to more effectively meet its mandate of serving the Province's arts and cultural communities.

Alignment with Government's Strategic Plan

The directions and strategies for the British Columbia Arts Council, as profiled in this Service Plan, are consistent with the Provincial Government's overall priorities and focus. In particular, the directions and efforts of the BC Arts Council contribute towards four of the five strategic goals of the Province as described in the 2006/07 – 2008/09 Province of British Columbia Strategic Plan, namely:

- **Goal 1** Make B.C. the best-educated, most literate jurisdiction on the continent;
- **Goal 2** Lead the way in North America in healthy living and physical fitness;
- **Goal 3** Build the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors; and
- **Goal 5** Create more jobs per capita than anywhere else in Canada.

The goals display how the Province is committed to achieving its vision, and given that the strategic aims of the BC Arts Council directly support them, provide insight as to the roles that the arts and cultural communities can play.

More specifically, the Council supports the first goal of "make British Columbia the best educated, most literate jurisdiction on the continent" by ensuring opportunities exist to experience arts and culture, and providing the means for artists and creators to train, innovate and reach an audience. This is further substantiated through the British Columbia Arts Council's commitment towards supporting public school performances throughout the Province. The Council contributes directly to the second goal of "lead the way in North America in healthy living and physical fitness" by supporting arts and cultural programs and projects that enrich, stimulate and entertain the citizens of British Columbia. Supporting this, the Council is committed to raising awareness of the linkages between participation in arts and culture, and healthy and creative individuals. Similarly, in furthering the third Provincial goal of "the best system of support in Canada for persons with disabilities, those with special needs, children at risk and seniors", the British Columbia Arts Council supports activities by a range of arts and cultural organizations and individual artists throughout the Province which provide direct benefits and improved quality of life for British Columbians of all abilities and ages. Further, access to high-quality arts and cultural activities is central to the active community involvement of British Columbians with special needs, a social good which the Council is active in supporting. The government's fifth

goal of "create more jobs per capita than anywhere else in Canada" is reinforced by the BC Arts Council's efforts to ensure that new art forms are encouraged, and that markets exist for artists and arts and cultural organizations across the Province.

This is further facilitated through the support provided by the Council for touring activity and market development, as well as towards attendance at international events and showcases.

The British Columbia Government Strategic Plan can be viewed at the following link: ***http://www.bcbudget.gov.bc.ca/2006/stplan/StrategicPlan_06.pdf***

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